

2008 Air Force Strategic Plan

October 2008



U.S. AIR FORCE

**Norton A. Schwartz
General, USAF
Chief of Staff**

**Michael B. Donley
Secretary of the Air Force**

Report Documentation Page			Form Approved OMB No. 0704-0188	
<p>Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.</p>				
1. REPORT DATE OCT 2008	2. REPORT TYPE	3. DATES COVERED 00-00-2008 to 00-00-2008		
4. TITLE AND SUBTITLE 2008 Air Force Strategic Plan		5a. CONTRACT NUMBER		
		5b. GRANT NUMBER		
		5c. PROGRAM ELEMENT NUMBER		
6. AUTHOR(S)		5d. PROJECT NUMBER		
		5e. TASK NUMBER		
		5f. WORK UNIT NUMBER		
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Department of the Air Force ,Washington,DC,20330		8. PERFORMING ORGANIZATION REPORT NUMBER		
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)		10. SPONSOR/MONITOR'S ACRONYM(S)		
		11. SPONSOR/MONITOR'S REPORT NUMBER(S)		
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution unlimited				
13. SUPPLEMENTARY NOTES				
14. ABSTRACT				
15. SUBJECT TERMS				
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT Same as Report (SAR)	18. NUMBER OF PAGES 24
a. REPORT unclassified	b. ABSTRACT unclassified	c. THIS PAGE unclassified		
19a. NAME OF RESPONSIBLE PERSON				

Table of Contents

PURPOSE	3
VISION.....	3
MISSION.....	3
PRIORITIES	5
Priority 1: Reinvigorate the Air Force Nuclear Enterprise.....	6
Goal 1.1: Meet Recognized Benchmarks for Nuclear Surety.	6
Goal 1.2: Improve Focus on the Nuclear Mission.....	6
Priority 2: Partner with the Joint and Coalition Team to Win Today's Fight.	6
Goal 2.1: Support Combatant Commanders at All Levels, Particularly in the Global War on Terror and Ongoing Irregular Warfare Operations.	7
Goal 2.2: Bolster ISR Support for Joint Operations.	7
Goal 2.3: Build Global Partnerships.	7
Priority 3: Develop and Care for Airmen and Their Families.....	7
Goal 3.1: Ensure Airmen Possess the Appropriate Skills to Conduct Joint Operations in Air, Space, and Cyberspace.....	7
Goal 3.2: Sustain Deployed and Home Station Quality of Service.	8
Priority 4: Modernize Our Air and Space Inventories, Organizations and Training.....	8
Goal 4.1: Reduce Medium to Long-Term Joint Warfighting Risk.....	8
Goal 4.2: Meet Joint and Air Force Recapitalization Benchmarks.....	8
Goal 4.3: Ensure an Accountable, Credible, and Transparent Institution.	8
Goal 4.4: Achieve Total Force Integration.	8
Goal 4.5: Align Organization and Processes with Air Force Core Functions and DoD Core Competencies.	9
Priority 5: Acquisition Excellence.	9
Goal 5.1: Rebuild and Shape the Acquisition Workforce.	9
Goal 5.2: Continue to Improve Acquisition Processes and Skills.	9
Goal 5.3: Enforce Stability in Requirements, CONOPS, Funding.	9
OBJECTIVES.....	10
GOVERNANCE	13
SUMMARY	15
APPENDIX A: Implementation and Administration Responsibilities	16
APPENDIX B: External Requirements	20

PURPOSE

Informed by national guidance, the *2008 Air Force Strategic Plan* identifies priorities and goals that will shape Air Force-wide actions over the next three to five years. Within the *Air Force Strategic Planning System*, this strategic plan is part of a biennial process of review and revision of Air Force long-range planning and, out of necessity, identifies Air Force priorities in a broad way for implementation at all echelons across the Air Force. The *2008 Air Force Strategic Plan* aligns activities and functions across the entire Air Force with the guidance of the Secretary of Defense, Chairman of the Joint Chiefs of Staff, and the needs of the Combatant Commanders (CCDRs).

As noted in Figure 1, the *2008 Air Force Strategic Plan* sustains much of the organizational framework of the 2006 plan, and identifies senior leaders' vision, mission, priorities, and goals for the overall enterprise. Once specific objectives and measures are identified by the Priority Champions, HAF and SAF Functionals will be charged with carrying out these objectives and meeting the goals. The Air Force's progress toward fulfillment and achievement of these priorities and goals will be reported quarterly to the Air Force Process Council.

Figure 1: Air Force Strategic Plan Overview



VISION

The United States Air Force will be a trusted and reliable joint partner with our sister services known for integrity in all of our activities, including supporting the joint mission first and foremost. We will provide compelling air, space, and cyber capabilities for use by the Combatant Commanders. We will excel as stewards of all Air Force resources in service to the American people, while providing precise and reliable Global Vigilance, Reach and Power for the Nation.

MISSION

The mission of the United States Air Force is to *fly, fight and win...*in air, space and cyberspace.¹

This mission statement meets departmental requirements as defined in Title 10, Subtitle D, Part I, Chapter 807, of the U.S. Code – the Air Force shall be organized, trained, and equipped primarily for prompt and sustained offensive and defensive air operations. The Air Force is responsible for the preparation of the air forces necessary for the effective prosecution of war except as otherwise

¹ SECAF/CSAF Mission Statement and Priorities, Letter to Airmen, 15 Sep 08.

assigned and, in accordance with integrated joint mobilization plans, for the expansion of the peacetime components of the Air Force to meet the needs of war.² Actions undertaken to achieve these objectives contribute to the joint team's support of the *National Defense Strategy*.

As directed in the *2008 National Defense Strategy*, the Department of Defense has five objectives:

- Defend the Homeland
- Win the Long War
- Promote Security
- Deter Conflict
- Win Our Nation's Wars

The specific operational missions assigned to the Air Force are expressed in the Department of Defense's Force Planning Construct. As articulated in the 2006 *Quadrennial Defense Review*, the *National Military Strategy*, and the recently published *Guidance for the Development of the Force*, that Force Planning Construct is summarized in Figure 2 and includes:

Defend the Homeland

- Detect, deter, and if necessary, defeat external threats to the U.S. homeland.
- Enable homeland security partners.
- If directed, and in partnership with other U.S. Government agencies, surge to respond to, manage, and lead consequence management of weapons of mass destruction (WMD) and other catastrophic events.

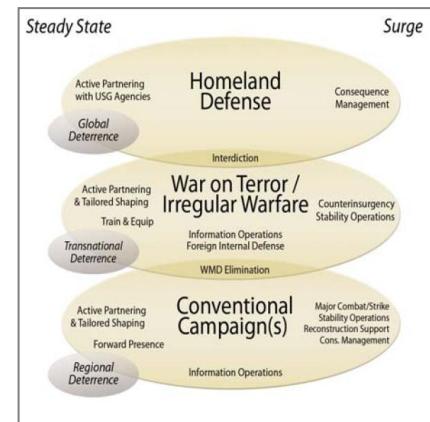
Prevail in the War on Terror and Conduct Irregular Warfare

- Deter and defend against external transnational terrorist attacks, enable partners through integrated security cooperation and assistance programs, and conduct multiple, globally distributed irregular operations of varying duration.
- If directed, surge to conduct a large-scale, long-duration irregular warfare campaign, to include unconventional warfare, counterinsurgency, security, stability, transition, and reconstruction operations.

Conduct and Win Conventional Campaigns

- Deter state-on-state coercion or aggression.

Figure 2: The Force Planning Construct



² US Code, TITLE 10, Subtitle D, PART I, CHAPTER 807, § 8062, (c).

- If directed, surge to conduct and win two nearly simultaneous, large-scale conventional campaigns (or one conventional campaign if already engaged in a large-scale, long-duration irregular warfare campaign) to defeat aggression or coercion while selectively reinforcing deterrence against opportunistic acts of aggression or coercion. Be prepared to transition one of the campaigns (conventional or prolonged irregular) to remove a hostile regime, destroy its military capability including eliminating its WMD, and set conditions for the transition to or restoration of civil society.

PRIORITIES

The Air Force must ensure national trust and confidence in our institutional capacity to organize, train, and equip forces proficient across the spectrum of peacetime and wartime missions. The Air Force will bolster the relationship between the President, the Secretary of Defense, and the men and women of the Air Force. Our core values – integrity first, service before self, and excellence in all we do – are the standards by which every Airman will be held accountable, at all times. The Air Force will evaluate our own institution, seek out tactical to enterprise-wide improvements, and, where shortfalls exist, act proactively and decisively.

In order to accomplish this overarching purpose, the Air Force must focus department-wide efforts on a specific set of priorities. These Air Force priorities reflect the understanding that all Airmen must be trained and equipped to provide our Joint force with Global Vigilance, Global Reach, and Global Power through air, space, and cyberspace.

Figure 3: Global Vigilance, Global Reach, and Global Power

Global Vigilance is the ability to gain and maintain awareness – to keep an unblinking eye on any entity – anywhere in the world; to provide warning and to determine intent, opportunity, capability, or vulnerability; then to fuse this information with data received from other Services or agencies and use and share relevant information with the Joint Force Commander.

Global Reach is the ability to project military capability responsively – with unrivaled velocity and precision – to any point on or above the earth, and provide mobility to rapidly supply, position, or reposition Joint forces.

Global Power is the ability to hold at risk or strike any target anywhere in the world, assert national sovereignty, safeguard Joint freedom of action, and achieve swift, decisive, precise effects related to Air Force alignment with Joint and National priorities.

The Air Force priorities are:

- Reinvigorate the Air Force Nuclear Enterprise
- Partner with the Joint and Coalition Team to Win Today's Fight
- Develop and Care for Airmen and Their Families
- Modernize Our Air and Space Inventories, Organizations and Training.
- Acquisition Excellence³

³ SECAF/CSAF Mission Statement and Priorities, Letter to Airmen, 15 Sep 08.

These priorities provide the framework in which the Air Force directly supports the *National Defense Strategy*.

Priority 1: Reinvigorate the Air Force Nuclear Enterprise. The Air Force must restore the Nation's trust and confidence regarding the entire nuclear enterprise. As a core function, the Air Force must, in conjunction with the other services, bear the accountability and responsibility for its share of the nuclear enterprise and nuclear deterrence. The Air Force must maintain its ability to quickly and proactively address needs at the squadron, group, wing, numbered air force, major command, and across the entire enterprise.

Goal 1.1: Meet Recognized Benchmarks for Nuclear Surety. The Air Force will comply with recommendations and findings from internal and external commissions, including the DoD Investigation Report, the Welch Report, the Blue Ribbon Review, the Report on the Air Force Inventory and Assessment of Nuclear Weapons and Nuclear-weapons Related Materiel, the Comprehensive Assessment of Nuclear Weapons, and the recently released Phase 1 Report of the Secretary of Defense Task Force on DoD Nuclear Weapons Management. In addition, the Air Force will prioritize investments to reduce capability gaps in the Nuclear Deterrence Operations Service Core Function across Joint Capability Areas.

Goal 1.2: Improve Focus on the Nuclear Mission. The Air Force will improve focus on the nuclear mission by organizing to reduce fragmentation of authority; training, evaluating and exercising to meet nuclear deterrent mission demands; and ensuring the nuclear deterrent mission area is properly resourced in execution year, within the Five-Year Defense Plan (FYDP), and beyond the FYDP consistent with the Air Force vision for needed future capabilities.

Priority 2: Partner with the Joint and Coalition Team to Win Today's Fight. The Air Force remains committed, first and foremost, to supporting the Joint warfighter by providing Global Vigilance, Reach, and Power. Air Force components will be prepared to act in both "supporting" and "supported" roles as dictated by the objectives of the joint or combined commanders. Intelligence, Surveillance, and Reconnaissance (ISR) are particularly important to today's Joint operations, and enhancements to these capabilities are a specific goal in the *2008 Air Force Strategic Plan*. The Air Force will continue to improve our contributions to Irregular Warfare and the Global War on Terror, dissuade competitors from entering military competitions, deter adversaries threatening aggression and, if needed, defeat conventional and irregular adversaries.

Goal 2.1: Support Combatant Commanders at All Levels, Particularly in the Global War on Terror and Ongoing Irregular Warfare Operations. The Air Force will strive to meet the requirements of Combatant Commander operational plans and Integrated Priority Lists, and, where needed, mitigate any shortfalls. The Air Force also will work to prioritize investments to reduce capability gaps across component functions, emphasizing strike and aerial delivery capabilities in Irregular Warfare scenarios.

Goal 2.2: Bolster ISR Support for Joint Operations. Through changes in organization, training, and equipment, the Air Force will enhance the contributions of air, space, and cyberspace power to stated Combatant Commander requirements to collect, process, and distribute knowledge and information. As a core function, the Air Force must, in conjunction with the other services, provide global integrated ISR, as well as work to prioritize investments to reduce capability gaps across component functions, emphasizing ISR capabilities in Irregular Warfare scenarios.

Goal 2.3: Build Global Partnerships. The Air Force will enhance the long-term capability and capacity of special operations and general purpose forces to work by, with, and through host nations to bolster security and reduce the scale and scope of ungoverned spaces, while expanding governmental legitimacy and the rule of law. The Air Force will prioritize investments to reduce capability gaps in the Building Partnerships core function, particularly in areas related to communications, shaping, and security cooperation as outlined in the GDF.

Priority 3: Develop and Care for Airmen and Their Families. Airmen are the Air Force's most valuable resource, and the Air Force remains committed to recruiting and retaining the world's highest quality force. Spanning six decades of Air Force history – particularly over the past seventeen years – our Airmen have proven themselves as global first responders in times of crisis.

Moving forward, the Air Force must recruit, train, educate, sustain, and retain the right number and mix of Airmen – including Active Duty, Air National Guard, Air Force Reserve, and Civilian personnel. The Air Force will ensure that we are preparing Airmen for the challenges of today and tomorrow.

Goal 3.1: Ensure Airmen Possess the Appropriate Skills to Conduct Joint Operations in Air, Space, and Cyberspace. As Air Force missions and capabilities evolve, so must Airmen and their skills. The Air Force will ensure that the education and skills of our Airmen – including both occupational specialties and institutional

competencies – are fully aligned with Joint warfighting requirements. Among our Airmen, we will foster the international perspectives, strategic vision, and operational warfighting skills needed to foster effective partnerships around the globe.

Goal 3.2: Sustain Deployed and Home Station Quality of Service. The Air Force will continue to maintain the Quality of Service for Airmen and their families and strive to achieve the highest possible standard of the Air Force Quality of Service Index.

Priority 4: Modernize Our Air and Space Inventories, Organizations and Training. Fundamental to our Air Force is the ability to exploit air, space, and cyberspace. As the Nation adapts to an evolving threat environment across the spectrum of operations, the Air Force must maintain a comprehensive set of capabilities – organizations, Airmen, and equipment – available to a Joint Force Commander in any scenario.

Goal 4.1: Reduce Medium to Long-Term Joint Warfighting Risk. Using the Capabilities Review and Risk Assessment (CRRA), the Air Force will identify and prioritize capability shortfalls to achieve specific operational requirements of the *National Military Strategy*. The Air Force will reduce the risks to achieving these operational requirements.

Goal 4.2: Meet Joint and Air Force Recapitalization Benchmarks. The *Guidance for the Development of the Force* (GDF), *Joint Programming Guidance* (JPG), and *Annual Planning and Programming Guidance* (APPG) provide specific targets for desired Air Force capabilities and capacity. Air Force performance in the achievement of the right capability and capacity mix will be measured, in part, by its ability to achieve those benchmarks.

Goal 4.3: Ensure an Accountable, Credible, and Transparent Institution. Across all functions – planning, programming, budgeting, acquisition, operations, and training – the Air Force will ensure a secure and transparent environment that guarantees the integrity required of America's air, space, and cyberspace force. Specifically, Air Force Smart Operations for the Twenty-First Century will continue to strive for transparency and accountability by applying a comprehensive, enterprise-wide, strategic-level continuous process improvement approach across the entire Air Force.

Goal 4.4: Achieve Total Force Integration. Total Force Integration is a transformational initiative bringing together the human resources from all Air Force components – Active Duty, Air National Guard,

Air Force Reserve, and Civilian. As the Air Force transforms to face increasingly complex 21st century challenges, Total Force Integration strives to ensure all components are positioned to transition into new and relevant missions. We will continue to implement current Total Force Integration initiatives and seek new opportunities to capitalize on the capacity and experience resident in our Total Force.

Goal 4.5: Align Organization and Processes with Air Force Core Functions and DoD Core Competencies. Within the context of Global Vigilance, Global Reach, and Global Power, the Air Force will establish a comprehensive set of Service core functions to support Department of Defense core competencies. In addition, the Air Force will streamline the Air Force Corporate Structure and Capability Champion framework to provide better organizational alignment between Air Force core functions and DoD core competencies.

Priority 5: Acquisition Excellence. While DoD has shown an ability to rapidly develop, acquire and deploy technology to meet urgent warfighter needs, Unmanned Aerial Systems, and Remotely Operated Video Enhanced Receivers (ROVERS) are the exceptions to a larger trend in the Air Force that recapitalization is neither timely nor adequately funded. The Air Force must improve its ability to manage complex procurements and ensure that our acquisition processes reflect the highest standards of rigor and transparency.

Goal 5.1: Rebuild and Shape the Acquisition Workforce. We will rebuild crucial skills and increase the number of qualified, experienced organic acquisition personnel, including uniformed military, through coordination with the requirements, budget, acquisition and personnel communities. This will include the addition of proven engineering and management talent in supervisory roles.

Goal 5.2: Continue to Improve Acquisition Processes and Skills. The Air Force will pursue improvements in the delivery of air, space, and cyberspace capabilities by improving enterprise-wide understanding and execution of requirements definition, budgeting, and weapons acquisition processes. We will pursue policies that instill discipline between these processes and retain process flexibility.

Goal 5.3: Enforce Stability in Requirements, CONOPS, Funding. Working across functional boundaries, we will improve requirements definition, establish funding stability, estimate costs realistically, design effective acquisition strategies, conduct sound source selections, and aggressively mitigate program risk.

OBJECTIVES

Critical to any effective strategic plan are a set of cascading objectives to guide action at the HAF and major command (MAJCOM) levels. Aligned with the priorities and goals of the overall Air Force, these objectives should both reflect and guide actions across the Air Force and be measured with relevant, outcome-based measures.

Figure 4: Priority Champions

The *2008 Air Force Strategic Plan* will use the existing objectives and measures from the *2006 Air Force Strategic Plan* as a baseline. Within 30 days of publication of the *2008 Air Force Strategic Plan*, the Priority Champions identified in Figure 4 will review the baseline objectives to develop a single set of objectives and measures that better meet the

Priority	Priority Champions	Enterprise Process Champion
Reinvigorate the Air Force Nuclear Enterprise	AF/A3/5 & AF/A10	USecAF (CMO)
Partner with the Joint and Coalition Team to Win Today's Fight	AF/A3/5	
Develop and Care for Airmen and Their Families	AF/A1	
Modernize Our Air and Space Inventories, Organizations and Training	AF/A8	
Acquisition Excellence	SAF/AQ & SAF/US(D)	

intent and goals of the *2008 Air Force Strategic Plan*. As the Enterprise Process Champion, the Chief Management Officer (CMO) will facilitate horizontal integration across all Priorities, and provide a direct link to the functions and responsibilities of the Air Force CMO and Department of Defense Chief Management Officer.

An initial assessment of the baseline objectives and measures is provided in Figure 5.

Figure 5: Objectives for Review by Priority Champions

2008 Priorities	2008 Goals	Objectives for Review by Priority Champions <i>Italics indicates a new objective; Parentheses indicate objectives from 2006 Air Force Strategic Plan</i>
Priority 1: Reinvigorate the Air Force Nuclear Enterprise	Goal 1.1: Meet Recognized Benchmarks for Nuclear Surety	<ul style="list-style-type: none"> • Comply with recommendations from the DoD Investigation Report, Welch Report, the Blue Ribbon Review, the Report on the Air Force Inventory and Assessment of Nuclear Weapons and Nuclear-weapons Related Materiel, the Comprehensive Assessment of Nuclear Weapons, and the recently released Schlesinger report. • Prioritize investments to reduce capability gaps in the Strategic Deterrence Component Function across Joint Capability Areas as outlined in the Guidance for Development of the Force (GDF), specifically in Force Application, Battlespace Awareness, Netcentric and Command and Control
	Goal 1.2: Improve Focus on the Nuclear Mission	<ul style="list-style-type: none"> • Ensure operations, security, maintenance, logistics personnel are properly trained, evaluated, and aggressively exercised in order to produce combat ready alert (ICBM) forces, fully prepared generation (Bomber) forces and ready fighter forces in full support of NATO and alliance security objectives • Optimize alignment of nuclear operations, sustainment and policy • Revitalize nuclear deterrent theory instruction across nuclear enterprise • Match size, skill and CONOPS of nuclear inspection teams against nuclear deterrent mission demands • Ensure future capabilities development includes requirements for follow on nuclear systems • Align DOTMLPF with Demands of Nuclear Enterprise <ul style="list-style-type: none"> - Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, and Facilities (DOTMLPF) will align with stringent and specific requirements associated with the stewardship and employment of nuclear weapons
Priority 2: Partner with the Joint and Coalition Team to Win Today's Fight	Goal 2.1: Support the Combatant Commanders at All Levels, Particularly in the Global War on Terror and Ongoing Irregular Warfare Operations	<ul style="list-style-type: none"> • Meet Combatant Commander requirements <ul style="list-style-type: none"> - Satisfy CCDR operational plans and Integrated Priority Lists and resolve any shortfalls in FY11 APOM / FY12 POM • Establish cyber operations as an Air Force core competency (2006 Obj 1.3) • Develop doctrine and Tactics, Techniques and Procedures (TTP) for information operations and cyber missions and weapons systems (2006 Obj 1.4) • Align Air Force organizations/training to integrate effectively with Joint, interagency, and coalition partners (2006 Obj 1.8) • Maximize participation of Joint, interagency, and coalition partners in Air Force planning, capability development, and training in core and emerging missions (2006 Obj 1.9) • Achieve interoperability through flexible risk management approaches to technology transfer and information sharing (Obj 3.10) • Develop and implement an effective strategic communications program to clearly explain the Air Force's contributions to U.S. and global security (2006 Obj 1.1)
	Goal 2.2: Bolster ISR Support for Joint Operations	<ul style="list-style-type: none"> • Play a lead role in the development, execution, and management of the Joint roadmap for C4ISR and knowledge-enabled warfighting capabilities (2006 Obj 1.6) • Equip Airmen with operational assets to produce knowledge-based, time-critical, decision quality information (2006 Obj 1.7) • Satisfy all stated CCDR requirements • Design, develop, and maintain an Air Force ISR strategy and associated plan providing alternatives to resource the ISR Strategy • Prioritize investments to reduce capability gaps across component functions emphasizing aerial infiltration ISR and strike capabilities in Irregular Warfare scenarios
	Goal 2.3: Build Global Partnerships	<ul style="list-style-type: none"> • Implement appropriate changes in DOTMLPF to increase GWOT/IW capabilities <ul style="list-style-type: none"> - SECAF/CSAF approval of Global Partnership Strategy by Dec 08 - Identify specific DOTMLPF changes to support the Global Partnership Strategy - Incorporate DOTMLPF changes in FY11 APOM and FY12 POM • Implement appropriate changes in DOTMLPF to increase Building Partnership capabilities <ul style="list-style-type: none"> - CSAF approval of BP concept of operations by Dec 08 - Identify specific DOTMLPF changes to support BP concept of operations - Incorporate DOTMLPF changes in FY11 APOM and FY12 POM • Prioritize investments to reduce BP capability gaps in communications, shaping and security cooperation as noted in the GDF.

2008 Priorities	2008 Goals	Objectives for Review by Priority Champions <i>Italics indicates a new objective; Parentheses indicate objectives from 2006 Air Force Strategic Plan</i>
Priority 3: Develop and Care for Airmen and Their Families	Goal 3.1: Ensure Airmen Possess the Appropriate Skills to Conduct Joint Operations in Air, Space, and Cyberspace	<ul style="list-style-type: none"> • Strengthen bond between Air Force core values and the warrior ethos (2006 Obj 2.1) • Synchronize force development to ensure all Airmen are capable of executing current and emerging air, space, and cyber missions (2006 Obj 2.4)
	Goal 3.2: Sustain Deployed and Home Station Quality of Service	<ul style="list-style-type: none"> • Advance proactive force health protection efforts to ensure Airmen are healthy, fit and safe – from accession through separation (2006 Obj 2.6) • Transform capability to improve Airmen and family Quality of Service (2006 Obj 2.5)
Priority 4: Modernize Our Air and Space Inventories, Organizations and Training	Goal 4.1: Reduce Medium to Long-Term Joint Warfighting Risk	<ul style="list-style-type: none"> • Focus and protect R&D investments that advance the state of the art in fighting the global war on terror; recapitalizing and modernizing our aging aircraft, satellites, and equipment; and future challenges to continued dominance of air, space, and cyberspace (2006 Obj 3.2) • <i>Assess risk using common force structure and scenario assumptions in the Capabilities Review and Risk Assessment</i> • <i>Successively reduce risk to meeting medium and long-term warfighting requirements</i>
	Goal 4.2: Meet Joint and Air Force Recapitalization Benchmarks	<ul style="list-style-type: none"> • Develop and execute a fiscally informed, integrated recapitalization and modernization strategy (2006 Obj 3.1/3.7) <ul style="list-style-type: none"> - <i>Meet benchmarks in the Guidance for Development of the Force and Annual Planning and Programming Guidance</i>
	Goal 4.3: Ensure an Accountable, Credible, and Transparent Institution	<ul style="list-style-type: none"> • Establish a secure, transparent information sharing environment within the AF and among our external partners (2006 Obj 1.5) • Improve ability to conduct Service-wide cost management (2006 Obj 3.5) • Develop and institutionalize a comprehensive, AF-wide, strategic-level continuous process improvement approach (2006 Obj 3.6) • Streamline infrastructure assets while optimizing operational capability (2006 Obj 3.8)
	Goal 4.4: Achieve Total Force Integration	<ul style="list-style-type: none"> • Increase opportunities to integrate Total Force personnel (2006 Obj 2.3) • Refine concepts, strategies, force management policies and practices, to access ARC forces while minimizing reliance on involuntary activation (2006 Obj 1.10)
	Goal 4.5: Align Organization and Processes with Air Force Core Functions and DoD Core Competencies	<ul style="list-style-type: none"> • <i>Within the context of Global Vigilance, Global Reach, and Global Power, the Air Force will establish a comprehensive set of Service core functions to support Department of Defense core competencies.</i> • <i>Streamline the Air Force Corporate Structure and Capability Champion framework to provide better organizational alignment between Air Force core functions and DoD core competencies.</i>
Priority 5: Acquisition Excellence	Goal 5.1: Rebuild and Shape the Acquisition Workforce	<ul style="list-style-type: none"> • Build and retain a high quality acquisition workforce using force management policies to effectively meet the requirements of current, changing, and emerging air, space and cyber mission areas (2006 Obj 2.2) • <i>Ensure appropriate distribution of uniformed military in the Acquisition workforce</i>
	Goal 5.2: Continue to Improve Acquisition Processes and Skills	<ul style="list-style-type: none"> • <i>Strengthen the source selection governance process so that no ACAT I and II source selections are protested or if protested the result is in favor of the Air Force</i> • Review and revitalize acquisition and related processes to improve cost/schedule control and performance assurance (2006 Obj 3.9)
	Goal 5.3: Enforce Stability in Requirements, CONOPS, Funding	<ul style="list-style-type: none"> • Produce accurate, reliable, timely, life-cycle financial data throughout the PPBE process (2006 Obj 3.4) <ul style="list-style-type: none"> • Develop and deploy next generation operational concepts that leverage legacy and emerging capabilities (2006 Obj 1.2)

GOVERNANCE

The *2008 Air Force Strategic Plan* revises the governance framework used in the *2006 Air Force Strategic Plan*. Specifically, the Air Force Process Council will now provide oversight of the *2008 Air Force Strategic Plan*, and the addition of the role and responsibility of the Under Secretary of the Air Force as the Chief Management Officer will support all DoD and US Government standards.

As related to the *2008 Air Force Strategic Plan*, there are five organizations that assess and recommend decisions to the Secretary of the Air Force and Chief of Staff. These organizations include:

- AF/A8
- HAF Priority Champions
- Chief Management Officer
- Air Force Council
- Air Force Process Council

AF/A8

AF/A8 is the office of primary responsibility for the Air Force Strategic Plan, will continue to lead the *Air Force Strategic Planning System* outlined in Air Force Policy Directive 90-11, and retains responsibility for the development, maintenance, reporting, and revisions of the *2008 Air Force Strategic Plan*.

Within six months of the Air Force Strategic Plan's publication, AF/A8 will assess all MAJCOM, enterprise, organizational, and functional strategic plans. Findings will be provided to the Air Force Process Council for final review.

AF/A8 will continue to lead the Air Force's overall planning (A8X) and programming (A8P) functions in the Air Force Corporate Structure.

HAF Priority Champions

A1, A3/5, A8, A10, SAF/AQ, SAF/US(D) and the Air Force CMO collectively comprise the HAF Priority Champions. Within 30 days of the publication of the *2008 Air Force Strategic Plan*, the Priority Champions and the CMO will review the objectives in Figure 5 to develop a single set of refined objectives and measures for use in evaluating progress toward the 2008 Priorities and Goals.

This refined set of objectives and measures will be presented to the Air Force Process Council, along with identified HAF functional Objective Champions, within 30 days of publication. Based on updates from specific Objective Champions, the respective Priority Champions will report progress on the *2008 Air Force Strategic Plan* to the Air Force Process Council.

Chief Management Officer

The CMO serves as the Enterprise Process Champion. Consistent with the intent and requirements of the Chief Management Officer within the Air Force and the Department of Defense, the CMO will facilitate integration across the Strategic Plan, and bolster the alignment and effectiveness of Air Force-wide processes in support of the priorities, goals, and objectives in the *2008 Air Force Strategic Plan*.

Air Force Council

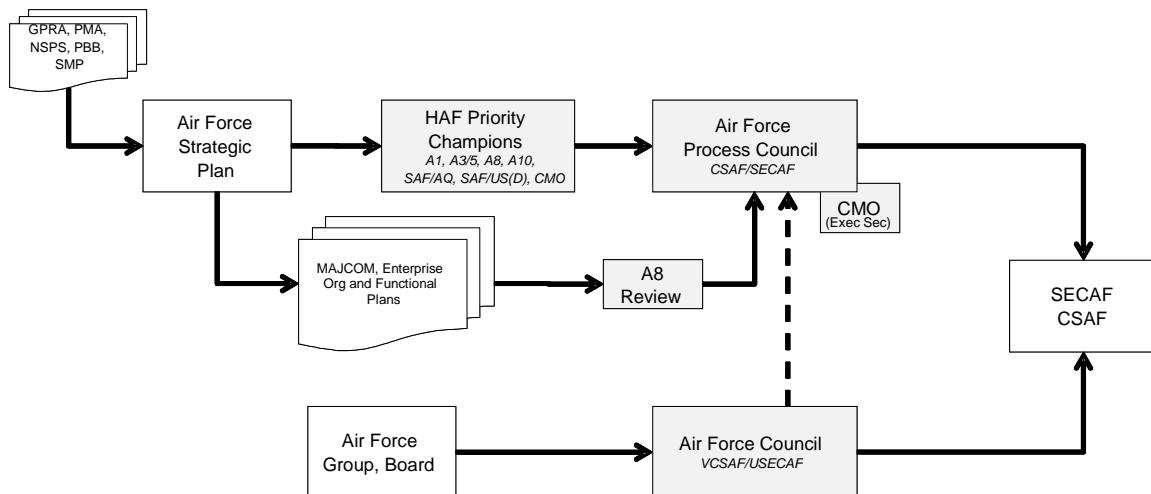
Co-chaired by the Air Force Vice Chief of Staff and the Under Secretary of the Air Force, the Air Force Council is the final deliberative body in the Air Force Corporate Structure and includes all SAF and HAF two-letter organizations. The Air Force Council is the final forum for resource decisions and recommendations to the Secretary and the Chief of Staff.

Air Force Process Council

Originally established for oversight and reporting of Air Force Smart Operations for the Twenty-First Century, the Air Force Process Council will expand its span of control to include oversight of the *2008 Air Force Strategic Plan* through review of quarterly Priority Champion reports. HAF Priority Champions will provide quarterly assessments of the *2008 Air Force Strategic Plan* directly to the Air Force Process Council for enterprise management attention.

The overall governance structure is depicted in Figure 6. Additional information on specific implementation and administration responsibilities can be found in Appendix A. For further information on the relationship between the Air Force Strategic Plan and DoD- and US Government-wide requirements, refer to Appendix B.

Figure 6: Air Force Strategic Plan Governance



The Air Force Strategic Plan will be revised on a biennial basis or as required by changing events.

SUMMARY

The *2008 Air Force Strategic Plan* provides a focused and deliberate framework for aligning current and future Air Force actions with national guidance. By linking specific goals to priorities, the *2008 Air Force Strategic Plan* allows the Air Force and Nation to evaluate the performance of the Air Force. A summary of the *2008 Air Force Strategic Plan* is found in Figure 7.

Figure 7: Summary of the 2008 Air Force Strategic Plan

Vision

The United States Air Force will be a trusted and reliable joint partner with our sister services known for integrity in all of our activities, including supporting the joint mission first and foremost.

We will provide compelling air, space and cyber capabilities for use by the Combatant Commanders. We will excel as stewards of all Air Force resources in service to the American people, while providing precise and reliable Global Vigilance, Reach and Power for the Nation.

Mission

The mission of the United States Air Force is to fly, fight and win...
in air, space, and cyberspace.

2008 Priorities	2008 Goals
Priority 1: Reinvigorate the Air Force Nuclear Enterprise	Goal 1.1: Meet Recognized Benchmarks for Nuclear Surety Goal 1.2: Improve Focus on the Nuclear Mission
Priority 2: Partner with the Joint and Coalition Team to Win Today's Fight	Goal 2.1: Support the Combatant Commanders at All Levels, Particularly in the Global War on Terror and Ongoing Irregular Warfare Operations Goal 2.2: Bolster ISR Support for Joint Operations Goal 2.3: Build Global Partnerships
Priority 3: Develop and Care for Airmen and Their Families	Goal 3.1: Ensure Airmen Possess the Appropriate Skills to Conduct Joint Operations in Air, Space, and Cyberspace Goal 3.2: Sustain Deployed and Home Station Quality of Service
Priority 4: Modernize Our Air and Space Inventories, Organizations and Training	Goal 4.1: Reduce Medium to Long-Term Joint Warfighting Risk Goal 4.2: Meet Joint and Air Force Recapitalization Benchmarks Goal 4.3: Ensure an Accountable, Credible, and Transparent Institution Goal 4.4: Achieve Total Force Integration Goal 4.5: Align Organization and Processes with Air Force Core Functions and DoD Core Competencies
Priority 5: Acquisition Excellence	Goal 5.1: Rebuild and Shape the Acquisition Workforce Goal 5.2: Continue to improve Acquisition Processes and Skills Goal 5.3: Enforce Stability in Requirements, CONOPS, Funding

APPENDIX A: Implementation and Administration Responsibilities

The Air Force Process Council

Established for oversight and reporting of Air Force Smart Operations for the Twenty-First Century, the Air Force Process Council will expand its span of control to include oversight of the *2008 Air Force Strategic Plan* through review of quarterly Priority Champion reports. HAF and SAF Priority Champions will provide quarterly assessments of the Air Force Strategic Plan directly to the Air Force Process Council for enterprise management attention.

The Air Force Council

The Air Force Council acts as a deliberative body with resource responsibility for supporting the overall attainment of the Priorities, Goals, and Objectives in this Plan. The Council will meet quarterly with the SECAF and CSAF to review progress and to discuss any significant resource implications of the Priorities, Goals, or Objectives. The resource reviews will also offer the opportunity to recommend changes to continuously align the strategic Priorities and Objectives of the Strategic Plan with changing Air Force and DoD demands. Specific responsibilities include:

- Provide resources to establish new capabilities as outlined in the Plan
- Assess resource implications of quarterly performance reports from Priority Champions

The Air Force Council will strive to adequately balance the costs associated with implementing the Objectives against current obligations. It will advocate for future funding to pursue implementation as necessary.

Chief Management Officer

As it pertains to the Air Force strategic planning process, the CMO and Deputy CMO are responsible for effective administration of the Strategic Plan. In particular, the CMO, acting as Executive Secretary to the Air Force Process Council, will facilitate and schedule all quarterly assessments of the Air Force Strategic Plan.

The CMO also serves as the Enterprise Process Champion and bolsters the alignment and effectiveness of Air Force-wide processes in support of the priorities, goals, and objectives across the *2008 Air Force Strategic Plan*.

HAF Priority Champions

Priority Champions are members of the HAF and SAF staff and are either appointed members of the Secretariat, General Officers, or SES members assigned to each of the five Air Force Priorities. Each Priority Champion is responsible for directing, coordinating, and reporting actions (generally executed at the Objective level) to achieve a particular Priority. Priority Champions review frequently the efforts and progress of the Objective Champions associated with

their Priority, assist with implementation, and recommend changes to Objectives when appropriate. Priority Champions provide quarterly progress reports to the Air Force Process Council. Priority Champions' responsibilities include:

- Within 30 days of the publication of the *2008 Air Force Strategic Plan*, reviewing proposed objectives and developing a single set of objectives and measures for use in evaluating progress toward the 2008 Goals and Priorities.
- Directing and coordinating activities associated with accomplishing the overall Priority, including actions that fall within the responsibility of another organization
- Tracking and ensuring the completion of actions outlined in the implementation plans for each Objective that falls within the Priority area
- Approving and providing feedback on performance metrics developed by Objective Champions for each Objective within the Priority area
- Consolidating findings and conclusions regarding progress on the Objectives under their Priority and reporting them quarterly to the Air Force Process Council
- Identifying and articulating resources needed to achieve the Priority
- Reporting shortfalls to the Air Force Process Council and identifying risk areas
- Recommending changes to the Plan (e.g. closing, adding, or changing an Objective) to the Air Force Process Council as appropriate

Objective Champions

Objective Champions are senior military or civilian members of the HAF and SAF staff who are directly responsible to a Priority Champion for attaining performance levels on assigned Objectives. Specific responsibilities include:

- Developing the implementation plans necessary for the achievement of their assigned Objectives
- Ensuring the overall achievement of assigned Objectives, by managing and overseeing initiatives and other actions taken in support of the Objectives
- Identifying resources to accomplish responsibilities for assigned Objectives
- Implementing specific actions to successfully complete the Objective and supporting initiatives
- Developing Objective performance metrics (with the assistance of AF/A1)
- Reporting progress against the implementation plan and its performance metrics (to track achievement of milestones)
- Attending the quarterly Air Force Process Council meetings to provide additional information as needed in support of Priority Champions' reports
- Identifying and reporting constraints with recommendations to mitigate risk

Objective Champions will begin drafting implementation plans for their assigned Objectives in accordance with the format guidelines issued by AF/A8 within 30 days of being notified as an Objective Champion. All Objective implementation plans must be completed and approved by the Priority Champions within 90 days of *2008 Air Force Strategic Plan* publication.

HQ Air Force Two-Letter Organizations and MAJCOMs

HQ Air Force Two-Letter Organizations and MAJCOMs will create and/or update existing MAJCOM, enterprise, organizational, and functional level strategic plans to align with and support the Air Force Strategic Plan at the next scheduled interval in their organizational planning cycle, or within six months of Air Force Strategic Plan publication, whichever is earlier. In the case of organizations/commands that have published strategic plans within the six months preceding publication of the *2008 Air Force Strategic Plan*, they will (at a minimum) issue a change that addresses any disconnects between their existing plan and the Air Force Strategic Plan. They will work closely with Objective Champions to implement specific actions within their areas of responsibility to successfully achieve the Objectives.

The flow-down of strategic Priorities, Goals, and Objectives to initiatives and actions at each successive level of organization will allow the Air Force to execute its mission and form the basis for the development of performance management plans for all Air Force civilian personnel as required by the National Security Personnel System.

AF/A8

AF/A8 has overall administrative responsibility for the review, updating and maintenance of the Air Force Strategic Plan. AF/A8 is responsible for providing updated guidance for the overall strategic planning process within the Air Force. AF/A8 serves as advisor to the SecAF, CSAF, Air Force Council and the Air Force Process Council on strategic planning. AF/A8 advises Priority Champions, consolidates feedback and ideas from the Priority and Objective Champions, and prepares the members of the Air Force Council and Air Force Process Council on planning issues. Within six months of the publication of the Air Force-wide plan, AF/A8 will review the alignment of MAJCOM, enterprise, organizational, and functional strategic plans with the *2008 Air Force Strategic Plan*. Every two years, AF/A8 will conduct a review and update the overall Air Force Strategic Plan.

AF/A1

AF/A1 has overall responsibility for the performance measurement and reporting elements of the Air Force Strategic Plan. AF/A1 will assist Priority and Objective Champions in the development of strategic performance measures. AF/A1 will provide analytical expertise and counsel to the Priority and Objective Champions in determining the most effective performance measures for assessing the accomplishment of strategic Objectives, as outlined in the Air Force Strategic

Plan. AF/A1 is responsible for ensuring all performance metrics, once developed, are updated on a regular basis by the Objective Champions and ready for leadership review at the quarterly Performance Management Reviews with the Air Force Process Council. AF/A1 is responsible for meeting any external reporting requirements on the performance of the Air Force Strategic Plan. Lastly, AF/A1 will consolidate any feedback and ideas from the Priority and Objective Champions and forward this information to AF/A8.

APPENDIX B: External Requirements

The President's Management Agenda

With five government-wide initiatives, the President's Management Agenda focuses on performance and results for government. The PMA is guided by three principles: citizen (not bureaucracy) centered, results oriented, and focused on innovation. Mapping how Air Force Priorities and Goals help address each of the PMA's initiatives is shown in Figure 7:

Figure 7: Alignment with the President's Management Agenda

Goals	Strategic Management of Human Capital	Competitive Sourcing	Improved Financial Performance	Expanded Electronic Government	Budget and Performance Integration
1.1					
1.2	●				
2.1	●			●	●
2.2				●	●
2.3					
3.1	●				●
3.2	●				●
4.1				●	●
4.2			●		●
4.3		●	●	●	●
4.4	●				
4.5	●		●		●
5.1	●				
5.2	●	●	●	●	
5.3					●

Government Performance and Results Act (GPRA)

Under the Government Performance and Results Act of 1993, the Department of Defense is responsible for submitting a strategic plan to OMB and the Congress on a regular basis. Though the Air Force, as a component within the DoD, is not required to submit a separate strategic plan, this document is intended to conform to the GPRA requirements to the fullest extent possible. Below is a description of how the Air Force Strategic Plan meets the basic requirements for strategic plans under GPRA.

Mission Statement

The mission of the United States Air Force is to *fly, fight and win...in air, space and cyberspace.*

To fulfill this mission we must be committed to these Priorities:

- Reinvigorate the Air Force Nuclear Enterprise

- Partner with the Joint and Coalition Team to Win Today's Fight
- Develop and Care for Airmen and Their Families
- Modernize Our Air and Space Inventories, Organizations and Training.⁴
- Acquisition Excellence

Air Force Strategic Goals

The strategic goals of the Air Force are:

- Goal 1.1: Meet Recognized Benchmarks for Nuclear Surety
- Goal 1.2: Improve Focus on the Nuclear Mission
- Goal 2.1: Support the Combatant Commanders at All Levels, Particularly in the Global War on Terror and Ongoing Irregular Warfare Operations
- Goal 2.2: Bolster ISR Support for Joint Operations
- Goal 2.3: Build Global Partnerships
- Goal 3.1: Ensure Airmen Possess the Appropriate Skills to Conduct Joint Operations in Air, Space, and Cyberspace
- Goal 3.2: Sustain Deployed and Home Station Quality of Service
- Goal 4.1: Reduce Medium to Long-Term Joint Warfighting Risk
- Goal 4.2: Meet Joint and Air Force Recapitalization Benchmarks
- Goal 4.3: Ensure and Accountable, Credible, and Transparent Institution
- Goal 4.4: Achieve Total Force Integration
- Goal 4.5: Align Organization and Processes with Air Force Core Functions and DoD Core Competencies
- Goal 5.1: Rebuild and Shape the Acquisition Workforce
- Goal 5.2: Continue to Improve Acquisition Processes and Skills
- Goal 5.3: Enforce Stability in Requirements, CONOPS, Funding

Description of the Relationship Between Annual Program Performance Goals and Agency's Strategic Goal Framework

The priorities and goals outlined in the *2008 Air Force Strategic Plan* will be associated with specific objectives and performance measures during the next planning cycle of each program. All program performance goals will be linked directly to one or more of the priorities and goals contained in this Strategic Plan.

Identification of Key Factors That Could Affect Achievement of Goals

The following section identifies some of the key external factors that could influence our ability to achieve our goals. At the broadest level, implementation of Air Force goals could be influenced by changes in national guidance, the global security environment, technological change, and decisions regarding the Air Force budget.

⁴ SECAF/CSAF Letter to Airmen, 15 Sep 08.

- Goal 1.1: Meet Recognized Benchmarks for Nuclear Surety**
While national guidance in terms of current and/or new arms control agreements could affect Air Force nuclear weapons inventory, the goal of nuclear surety will remain unchanged. The importance of this issue cannot be emphasized enough, and the Air Force is fully committed to recognizing all benchmarks for nuclear surety.
- Goal 1.2: Improve Focus on the Nuclear Mission**
Changes in nuclear-related DOTMLPF can occur through national policy decisions regarding the Nation's nuclear posture. As noted previously, multiple sources will directly influence the shape and character of this goal.
- Goal 2.1: Support the Combatant Commanders at All Levels, Particularly in the Global War on Terror and Ongoing Irregular Warfare Operations**
Air Force support to the Joint Force in ongoing operations is a given. The specific capabilities and capacity provided to CCDRs can be influenced by changes in operational and contingency plans, U.S. foreign policy, and overall security environment.
- Goal 2.2: Bolster ISR Support for Joint Operations**
External influences upon the implementation of this goal potentially include Congressional and or Department decisions regarding roles and missions of the United States Armed Services. However, the Air Force is approaching this goal with a focus on Joint solutions, thereby mitigating unanticipated external influences. Potential changes in technology, operational concepts, and adversary capabilities could affect the intensity or type of Joint operational demand for ISR support.
- Goal 2.3: Build Global Partnerships**
U.S. foreign policy and the overall security environment may affect the implementation of this goal.
- Goal 3.1: Ensure Airmen Possess the Appropriate Skills to Conduct Joint Operations in Air, Space, and Cyberspace**
Changes to national and DoD guidance, as well as CCDR requirements, regarding education and training of personnel may affect this Air Force goal.
- Goal 3.2: Sustain Deployed and Home Station Quality of Service**
Legislative and DoD-level guidance regarding personnel management and benefits will affect implementation of this goal.

Current and projected federal budgetary trends will continue to have an impact upon this goal.

- Goal 4.1:** **Reduce Medium to Long-Term Joint Warfighting Risk**
Changes in the security environment, to include changes in adversary capability, capacity, intentions, or force posture, will exert influences on this goal. Additionally, changes in U.S. national policies regarding foreign affairs, force posture, and CCDR warfighting strategies and requirements will affect this goal.
- Goal 4.2:** **Meet Joint and Air Force Recapitalization Benchmarks**
National policy changes regarding the degree and type of risk acceptable in meeting the demands of the future security environment can alter the pace of meeting this goal or the goal itself. Also, radical advances in materials technologies could impact implementation of this goal as well. Budgetary pressures are also likely to influence this goal.
- Goal 4.3:** **Ensure an Accountable, Credible, and Transparent Institution**
Changes in national leadership priorities involving a new emphasis on promoting overall U.S. government transparency could have an effect on implementation of this goal. DoD-level process improvements will also affect this goal.
- Goal 4.4:** **Achieve Total Force Integration**
Specific legislation affecting the Active, Guard, and Reserve will affect aspects of Total Force Integration.
- Goal 4.5:** **Align Organization and Processes with Air Force Core Functions and DoD Core Competencies**
The congressionally-legislated Quadrennial Roles and Missions Review could identify areas influencing function alignment to the Department of Defense's core competencies. National leadership priorities could also impact the Air Force's ability to meet core functional alignment.
- Goal 5.1:** **Rebuild and Shape the Acquisition Workforce**
Competition from commercial markets and future demographic talent pool may challenge the department's ability to attract and retain qualified individuals. A prolonged stay while executing a program may adversely impact an officer's career since broadening and developmental opportunities may be missed; the reverse is also true whereas when an officer leaves the program the program manager continuum may be temporarily disturbed.

Goal 5.2: Continue to Improve Acquisition Processes and Skills

There is no current methodology for establishing quantifiable and objective programs/portfolio performance goals as well as injecting these goals into the performance evaluations of Acquisition professionals (Pay for Performance Concept). The current AQ IT Infrastructure is not mature enough to produce repeatable transparent results when reporting programs/portfolio performance.

Goal 5.3: Enforce Stability in Requirements, CONOPS, Funding

Ensuring stability and possibly best pricing may rely on sustained congressional support, for example, multiyear funding for some major acquisition programs. Requirements “creep” will need to be controlled or risk subjecting major programs to spiraling costs and becoming unaffordable.